MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2015/2016

TPM7011 – SOFTWARE PROJECT MANAGEMENT

(All sections / Groups)

28 September, 2015
10:00 A.M. – 12:00 P.M.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This Question paper consists of 4 pages (including cover page) with 4 Questions only.
2. Attempt **ALL** FOUR questions. All questions carry equal marks and the distribution of the marks for each question is given.
3. Please print all your answers in the Answer Booklet provided.

Question 1

Case study: Creating a Project Management Culture

(Source: Information Technology Project Management, 4th Edition, John Wiley & Sons, Inc. © 2013)

Study the case below and answer subsequent questions in relation to the case.

In many organizations, the project manager is held visibly accountable for ensuring that the project is delivered on time and within budget. In many cases, the project manager is not given any real authority over the project's resources. In such cases, the project manager must rely on some soft skills such as persuasion to make sure things get done. Other team members and stakeholders in the project can fail to meet their commitments and promises, but the project manager is often held accountable. This can be a challenge for even the most seasoned project managers. Resolving these challenges requires cultural commitments to quality project management and delivery of excellence. Therefore, Keane, Inc. developed six principles of productivity management for managing projects, regardless of project size and complexity. The six principles include:

1. Define the job in details
2. Get the right people involved
3. Estimate the time and cost
4. Break the job down
5. Establish a change procedure
6. Agree on acceptance criteria

(a) Explain how each of these six principles could help to establish a project management culture in an organization? [6 Marks]

(b) Do you think a project charter could help to define a project manager's authority over resources not under his or her direct control? Why or why not? [1 Mark]

(c) Identify and describe four soft skills, other than persuasion, required by the project manager in order to create the project management culture mentioned in the case.

[2 Marks]

(d) Do you think 'Ethics', a set of principles that guides decision making based on personal values of what is considered right and wrong, is important for a software project manager? Why or why not? [1 Mark]

Continue ...

Question 2

(a) Explain why Pareto analysis is sometimes known as the "80-20 rule"?

[1 Mark]

(b) The sample Pareto Chart (Figure 1) below displays the different categories of problems (x-axis) identified on a web-based e-commerce application. The number of complaints from each category is gathered over a week (y-axis, left) and the cumulative percentages (y-axis, right) of complaints are shown as dotted points along the line. As a project manager, you are to conduct a Pareto analysis on the problems as shown in the Pareto Chart and then provide the most appropriate resolution to the problems. [4.5 Marks]

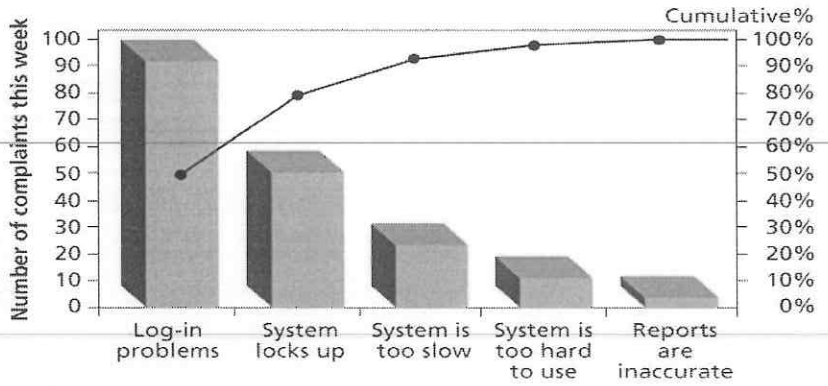

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Figure 1 Sample Pareto Chart

(c) Schedule risk is inherent in the development of many systems. However, project managers can reduce schedule risk through project milestones, a best practice that involves identifying and tracking significant points or achievements in the project. Additionally, there are five key points of using project milestones. What are these key points?

[2.5 Marks]

(d) Estimating costs is the first step in project cost management processes in which developing an approximation or estimate of the costs of the resources needed to complete a project is utmost important. Identify and describe two subsequent steps in project cost management processes. [2 Marks]

Continue ...

Question 3

(a) i) What are resource loading and resource leveling? [2 Marks]
ii) How is over-allocation related to resource loading and resource leveling? [2 Marks]

(b) One of the suggestions for improving project communications is to manage conflicts effectively. As a software project manager, you are to identify four ways of handling or resolving conflicts for effective project management. [2 Marks]

(c) Explain why globalization could affect software project management. [1 Mark]

(d) A software development project may face all kind of risks. For example, a software product will have to face the market risk on how fast it can be released to the market before competitors do. Provide an example each for technology risk, financial risk and people risk. [3 Marks]

Question 4

(a) Evaluate the benefit and disadvantage of outsourcing with respect to cost and human resource of a software development project. [2 Marks]

(b) It is said that if purchases and acquisitions are properly planned with good written contracts, millions of dollars could be saved. This shows the importance of a procurement contract in terms of cost saving.

i) What is a procurement contract? [1 Mark]
ii) Determine the importance of a procurement contract in terms of responsibility and accountability. [2 Marks]

(c) Project management processes are grouped into five sub-processes. List and describe these sub-processes. [2.5 Marks]

(d) Explain why to minimize scope changes, it is crucial to do a good job of verifying project scope. [1.5 Marks]

(e) Identify two typical problems in estimating costs in IT projects. [1 Mark]

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